

Contents

List of Tables and Figures	xxiii
Foreword	xxvii
Preface	xxix
CHAPTER 1 Introduction	1
Nonprofits and Cooperatives	4
A Changing Context for Accounting	8
Book Outline	10
Questions for Discussion	12
Notes	12
CHAPTER 2 The Social Economy	13
Economic Impact	13
The Social Economy	16
Public Sector Nonprofits	17
Market-Based Associations	19
Civil Society Organizations	20
Classification Summary	22
Relationship Between the Social Economy and the Other Sectors	23
Underlying Characteristics	23
Social Objectives	24
Social Ownership	27
Volunteer/Social Participation	30
Civic Engagement	33
Conclusion	36
Questions for Discussion	37
Notes	38

CHAPTER 3 Social Accounting: Theory and Practical Applications	39
Defining Social Accounting	39
A Systematic Analysis	42
The Effects of an Organization	43
Estimating a Market Value for Volunteer Service	45
Estimating a Market Value for Other Non-monetized Outputs	46
The Need for Social Indicators	48
Summary of the Effects of an Organization	50
Communities of Interest or Stakeholders	51
Stakeholder Input as Part of the Data	53
Social Auditing Versus Social Accounting	54
Objective Versus Subjective	55
Other Issues	56
An Integrated Approach to Social Accounting	57
A Socio-Economic Operating Statement (SEOS)	58
Social Impact Statements and Assessments	59
An Elaborated Social Impact Statement	60
Cooperative Social Balance	60
An Integrated Social and Financial Balance Sheet and Income Statement	61
Conclusion	62
Questions for Discussion	63
Notes	63
CHAPTER 4 A Social Return on Investment Approach	65
Social Return on Investment: The Roberts and Benson Approaches	65
Community Social Return on Investment Model	68
Methodology	69
Creating a Community Social Return on Investment Report	71
Background Issues	71
Outgoing Resources	75
Creating the Community Social Return on Investment Statement	79
Additional Disclosure	79
Summary of the Report	81

Discussion	82
Questions for Discussion	84
Notes	85
CHAPTER 5 Socioeconomic Impact and Resource Statements: Junior Achievement of Rochester	87
Junior Achievement of Rochester	87
The Socioeconomic Impact Statement	90
Socioeconomic Impact Statement: Junior Achievement of Rochester	91
Impact on the Social Economy	91
Impact on the Private Sector	94
Impact on the Public Sector	94
Surplus (Deficit)	95
Discussion	95
California Commuters	96
The Socioeconomic Resource Statement	99
Capital	99
Intellectual Capital	99
Junior Achievement of Rochester	101
Resources Available	101
Intellectual Capital	101
Economic Capital	104
Obligations	105
Intellectual Capital	105
Economic Capital	105
Net Resources (Obligations)	106
Discussion	106
Questions for Discussion	107
Notes	108
CHAPTER 6 An Expanded Value Added Statement	109
What Is Value Added?	111
Rationale for an Expanded Value Added Statement	113

The Organization	115
Creating the Expanded Value Added Statement	116
Primary Outputs	117
Secondary Outputs	119
Tertiary Outputs	121
Total Outputs	121
Subtracting External Purchases	122
Ratio of Value Added to Purchases	122
Distribution of Value Added	123
Employees	123
Residents	123
Society	124
Providers of Capital	125
Organization	125
Summary of Value Added Distribution	125
Implications	125
Discussion	127
Conclusion	130
Questions for Discussion	131
Notes	132
CHAPTER 7 Volunteer Value Added: Five Nonprofits	133
Case One: Jane/Finch Community and Family Centre	134
Human Resources	135
Collecting the Information for the EVAS	136
Primary Outputs	137
Secondary Outputs	138
Estimating the Market Value for Personal Growth and Development	139
Calculating Volunteer Value Added	139
Distribution of Value Added	140
Case Two: Canadian Red Cross, Toronto Region	142
Estimating the Volunteer Hours	143
Determining a Comparative Market Value	144

Out-of-Pocket Expenses	144
Estimating the Market Value for Personal Benefits	145
Calculating Volunteer Value Added	145
Distribution of Value Added	146
Case Three: Canadian Crossroads International	147
Primary Outputs	148
Secondary Outputs: Personal Benefit	149
Calculating Volunteer Value Added	150
Distribution of Value Added	151
Case Four: Canadian Breast Cancer Foundation—Ontario Chapter	154
Comparative Market Value for Volunteers	155
Out-of-Pocket Expenses	156
Secondary Outputs: Personal Benefits	156
Calculating Volunteer Value Added	157
Distribution of Value Added	157
Fund-Raising: A Different Perspective	158
Case Five: Junior Achievement of Rochester, New York Area, Inc.	160
Summary and Conclusion	162
Questions for Discussion	164
Notes	165
CHAPTER 8 A Social Accounting Toolkit	167
Accounting for the Value of Volunteer Contributions	168
Step 1. Calculating Volunteer Tasks and Hours	168
Step 2. Calculating Volunteer Hours	171
Step 3: Estimating A Market Value of Volunteer Hours	173
Step 4: Calculating Volunteer Hours Within Overall Resources	175
Additional Calculations: Volunteer Out-of-Pocket Expenses	177
Value to Volunteers	180
Summary of Volunteer Measures	182
Identifying and Evaluating Social Outputs and Value	182
Identifying Social Outputs	183
Resources for Identifying Outputs	184

Assigning a Value to Outputs	186
Summary of Social Outputs Measures	187
Collecting Background Information	187
Summary of the Background Section	192
Conclusion	192
Questions for Discussion	193
Notes	193
CHAPTER 9 Making It Count	195
Broadening the Domain	195
Accountability Framework with Multiple Stakeholders	199
Building A Supportive Infrastructure	201
Reinterpreting What Is Valued	204
Redefining the National Accounts	204
Social Investment	207
Conclusion	209
Questions for Discussion	213
Afterword	215
References	217
Index	233